

Attention Park Patrons

This document contains the Park Authority's
proposed fee changes for 2016

A Public Comment Meeting
on these changes will be held

Wednesday, January 20, 2016 @ 7:00 pm
1st Floor, Herrity Bldg (FCPA HQ)
12055 Government Center Parkway
Fairfax, VA

Register to speak by calling
Judy Pedersen @ 703-324-8662

Mail and e-mail comments must be
received no later than Feb. 4, 2016

By e-mail: parkmail@fairfaxcounty.gov

By Mail: Fairfax County Park Authority

12055 Government Center Pkwy, Suite 927
Fairfax, VA 22035-1118

ATTN: Public Info Office/Fee Comments

Proposed fee info is also on the Park Authority's Web Site
<http://www.fairfaxcounty.gov/parks/feemeeting.htm>

Proposed Fee Adjustments

FY 2016



Fairfax County Park Authority

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Organization of the FY 2016 Fee Proposal

The FY 2016 Park Authority Fee Proposal begins with the ‘Current Situation – System-wide Considerations,’ which describes the important factors in the Park Authority’s overall operating environment that had an effect on the composition of this year’s fee adjustment proposal. This overview is followed by separate sections for each of the specific fee adjustments that are being proposed. Each of these sections first outlines important situational factors specific to that business area that had an effect on the development of the fee adjustment proposal. This is then followed by a summary of the fee adjustments proposed for that business area.

The Park Authority Board maintains oversight approval for approximately 500 facility use/rental fees in its Schedule of Rates, Fees and Other Charges. Although staff reviews the entire fee schedule annually, only new fees and/or those recommended for adjustment are included in the annual fee proposal. Fee adjustments resulting from review of the FCPA Fee Schedule are designated as Park Authority Board approved. Programs and administrative fees are not included in this process. These are designated by Policy 305 – User Fees as director-approved.

Current Situation – Systemwide Considerations

- Fees generated in the Park Authority’s Revenue and Operating Fund (ROF) pay for personnel expenses and operating costs at all Park Authority-operated golf courses and RECenters; at lake parks for fee-sustained facilities and program operations; and for rental facilities, programs, and store sales at nature centers, visitor centers, historic sites and other parks. Sustained revenue growth is essential to support the ROF and to offset increases in operating expenses. Income from fees must also pay back debt service associated with revenue bonds used to develop golf course facilities.
- Revenue growth is intended by design to come from multiple sources, including new facility improvements and expansions, program participation growth, new facility users, cost management and fee increases. Several facility expansions that will contribute to future revenue growth have recently been completed, including those adding fitness and recreational space at Oak Marr and Spring Hill RECenters, expansion of event rental space at Twin Lakes golf course, and expansion of the Water Mine at Lake Fairfax Park.
- As a matter of policy the Park Authority prefers to adopt regular, gradual fee increases rather than infrequent, but larger increases that are more disruptive to its customers. As the Park Authority’s fee policy states “where feasible, comparatively small and regular fee increases are preferred over less frequent, larger increases.”
- Sufficient revenue must be produced annually to meet long-term debt service obligations for park facility revenue bonds, which are repaid with revenues from user fees. Debt obligations include the *Facilities Revenue Bonds Series 1995, Refunding*

2013A (expires 2021) to develop the Oak Marr Golf Complex, a partial renovation of the Greendale Golf Course clubhouse and the additional 18-hole Oaks Course, driving range, maintenance shop, and new clubhouse at Twin Lakes, and the *Laurel Hill Public Facilities Project, Laurel Hill Golf Course note payable to Fairfax County, Refunding Series 2012A* (expires 2032) to develop the Laurel Hill Golf Club course and facilities.

- The Park Authority's Park Revenue Funds Financial Management Plan for FY 2016-2018 identifies several significant near-term budgetary impacts, including the following:
 - Health care benefits. Benefits across the board continue to rise. In FY 2014, the total cost associated with health care benefits for all ROF personnel was \$1,653,051. In FY 2015 that amount had risen to \$1,863,417, an increase of more than 11%. Although not yet formally announced, health care benefits for full-time employees are expected to increase 6.5% in calendar year 2016 or \$121,122. Health care increases are expected to continue to outpace the rate of inflation. In response to Federal health care legislation, the Park Revenue and Operating Fund began absorbing health care benefit costs for eligible exempt limited term employees in FY 2012. The cost of this benefit in FY 2014 was \$80,805 and \$159,486 in FY 2015. The near doubling of this expense was attributable to significant growth in the number of employees taking advantage of the health care option.
 - Other Post-Employment Benefits (OPEB). These costs for ROF employees were transferred from the county to the Park Authority in FY 2011 (\$631,555). In FY 2014, the OPEB charge to the Park Authority was \$751,439. It dropped to \$590,977 in FY 2015 due to a change in calculation method. The FY 2016 impact is \$598,197.
 - Employee compensation – market rate adjustment. A market rate adjustment and salary increase totaling 2.29% was awarded to all employees in FY 2015 (beginning August 2014). The impact to the Revenue & Operating Fund was \$602,138. In FY 2016, based on the Board of Supervisors approval of a new compensation plan for employees, funding was included for performance increases and a 1.1% market rate adjustment (MRA). The impact to the Revenue & Operating Fund is \$659,400, effective July 2015. As part of the Budget Guidance for FY 2016 and FY 2017, the County Executive was directed to fully fund the MRA in his FY 2017 Advertised Budget.
 - Retirement impacts - leave payouts. Like the general county, the Park Authority is facing an increased number of retirements as baby boomers exit the work force. In FY 2016 the Park Authority will have 100 merit

employees eligible for retirement, 36 of those are in the Revenue and Operating Fund. An additional 19 employees become eligible in FY 2017, seven of which are in the Revenue and Operating Fund. The Revenue and Operating Fund incurred \$160,421 in leave payouts in FY 2015. Estimated retirement payouts for FY 2016 and FY 2017 are \$70,643 and \$67,531 respectively.

- Indirect costs. The county assesses the Park Authority annual charges for indirect costs for provision of legal, human resources and other centralized services. Indirect cost charges for FY 2015 were \$775,000 and are increasing to \$820,000 for FY 2016.
- Fairfax County Public Schools (FCPS) Initiatives. Several planned FCPS initiatives will have a recurring financial impact on businesses operated in the Park Authority's Revenue and Operating Fund, including:
 1. Monday schedule change. In June 2014 FCPS announced a schedule change at elementary schools, increasing the long-standing shortened Monday time schedule to a full-day schedule. Over the years, county residents have counted on and taken advantage of utilizing Park Authority programs at centers and other sites to provide services to their children after school on Mondays. Staff had developed afternoon programs to fulfil the needs of working parents. The Monday schedule change resulted in a \$140,000 revenue impact in FY 2015.
 2. SLEEP initiative. For several years the FCPS has researched the impacts of a later school start time for children. Options were identified and beginning September 2015 high school start times were moved up to 50 minutes later than the previous school year. This change will shift schools' use of the RECenters for high school swim team practice and competition closer to the peak use time of the indoor pools. Aquatic class schedules, pass holders, and general admission users will be directly impacted, resulting in an estimated revenue impact of \$84,489.
 3. Participant fee increase. In January 2014 the Park Authority received notice that the FCPS would be raising their per participant fee for use of schools. The fee increase resulted in an expense increase in the Revenue and Operating Fund of \$16,759 in FY 2015.
- Cost recovery expectations. The primary use of net revenue in the ROF is facility and services reinvestment into projects such as the Revenue Facilities Capital Sinking Fund that provides support for planned, long-term, life-cycle maintenance of revenue facilities, and information system replacements (ParkNet and golf). FY 2015 ROF actual net revenue was \$510,125. FY 2016 revised net revenue based on carryover is currently

budgeted at \$250,373. Factors impacting FY 2016 net revenue include indirect cost charges, resumption of a BOS approved compensation plan, and carryover of \$94,194 for critical capital equipment.

- General market conditions and Park Authority use/revenue trends that have influenced the composition of the FY 2016 fee proposal are outlined below. Collective consideration of these factors has resulted in a modest fee proposal that attempts to remain sensitive to economic conditions and primarily focuses on niche opportunities throughout the system in an effort to produce incremental revenue growth.

Consumer price index (CPI). The most recent data (July 2015) shows that growth in the Washington-Baltimore CPI has slowed. Over the 12-month period July 2014 – July 2015, the CPI edged up 0.2%. Over the past two years, the Washington-Baltimore region CPI has experienced cumulative growth of 1.7%; three-year CPI growth was 3.2%.

Other measures of the current condition of the local economy that are typically considered in the annual fee proposal include trends in the Fairfax County unemployment rate and sales tax receipts for retail sales. The plan also tracks consumer confidence in the economy by reporting recent trends in the national consumer confidence index developed by The Conference Board.

Unemployment. While seasonal fluctuations occur, local unemployment continues to trend gradually downward. July 2015 unemployment for Fairfax County was 3.7%, down from 4.4% the previous July. As is the typical pattern, current unemployment in Fairfax County is considerably lower than at either the national or state level (5.6% and 4.7% respectively for July 2015). Within northern Virginia, Fairfax County unemployment remains about 'middle-of-the-pack' – higher than Arlington County (2.9%), comparable to Loudoun County (3.7%) and lower than Prince William County (4.3%).

Retail sales. Prior to FY 2015, the local retail sales trend, as reflected in sales tax receipt patterns, had been sluggish. Growth resumed in FY 2015 with total sales tax receipts in Fairfax County up 6.6% over the prior year. Growth has continued into the first month of FY 2016. Sales tax receipts distributed to Fairfax County in August for retail purchases made in June grew 11.6 % over August 2014. August growth, however, is artificially high due to a large refund adjustment made the prior year. Absent the refund, sales tax receipt growth for August would have been up a more moderate, but still healthy, 5.2%.

Consumer confidence. The Conference Board's consumer confidence index (CCI) is a national measure of consumer optimism on the state of the economy and is viewed by economists as a leading indicator of the U.S. economy. While the monthly index can be volatile, the general trend since 2013 has been one of gradually improving consumer confidence. In the near term, the CCI rebounded

strongly in August 2015 after experiencing a downturn in July. August improvement in consumer confidence resulted from a bolstering of both the present situation and future expectations components of the consumer confidence index.

- Park Authority use/revenue trends.

Golf. Golf demand continues to suffer from a sluggish economy which, in turn, is depressing golf participation nationwide. Golfers played 259,313 rounds at Park Authority courses in FY 2015, down 3.3% from the previous year. Rounds play at Park Authority courses continues to align generally with the Washington-Baltimore market overall where the National Golf Foundation (NGF) reported a 6.9% decline in calendar 2014. Adverse weather also continues to have some negative impact on play. Although total operating days at Park Authority courses increased by 81 in FY 2015, there were still 212 less available golf days than two years ago, when golfers played 17,446 more rounds than in 2015.

Golfers continue to respond to challenging economic conditions with judicious belt tightening - employing more frequent discount seeking, and shifting play to less expensive courses in off-peak times when possible. Course operators continue to respond in-kind with aggressive discounting to fill tee sheets, and more widespread use of dynamic pricing where tee times may sell at a premium or a steep discount based on market demand. The switch to greater reliance on dynamic pricing in golf has accelerated due to the growing popularity of third party aggregators (such as GolfNow) that have adapted the same approach now common for buying hotel rooms and airline tickets to golf.

RECenters. Combined general admission and pass attendance increased 2.0% in FY 2015 compared to the previous year, and related revenue increased 1.2%. Pass sales grew 12.7%. Growth in admissions, pass sales and revenue was aided by facility expansions at Oak Marr and Spring Hill RECenters which opened in October and December 2014 respectively. Both projects were components of the Park Authority's Financial Sustainability Plan, designed to address the growing public need for RECenter facilities and services.

Resource Management. Growth in stewardship education programs continued with programming revenue up 8.6% from FY 2014 to FY 2015. Overall revenue growth was 5.5%. Along with programs, amusements and admissions were important sources of participation and revenue growth. Admissions growth included a 6.5% increase in shelter rentals. And season passes for equestrian riders experienced a 27% upswing. Boat rentals at Riverbend Park continued to rise, especially with canoe rentals doubling from the previous fiscal year.

RECenters

Current Situation

- With over 1.4 million general admission and passholder visits in FY 2015, RECenters continue to be heavily used and in high demand. Combined General Admission and Pass attendance grew 2.0% between FY 2014 and FY 2015, and revenue increased by 1.2%.
- General admission and pass fees were last adjusted across all fee categories in FY 2012. Just the 12-month fees were adjusted in FY 2015. Based on current market dynamics and existing economic conditions, staff is not recommending an increase in RECenter admission fees (General Admission, Leisure Fitness Pass or Discount Fast Pass) fees this year.
- A comparative analysis of public ice skating sessions fees and hourly rink rental shows that Mount Vernon fees are not consistent with those of other facilities located in northern Virginia and suburban Maryland.
- RECenter swimming pool rental fees are structured to encourage high-volume rental. Groups renting at least 3,000 hours per contract are eligible for a discounted rental rate. Low-volume users pay the base rental rates. Although most RECenter swimming pool contracts come from low-volume users, the vast majority of rental hours (more than 80%) are generated by high-volume renters. Base rental fees were last adjusted in FY 2015, along with discounted pool rental rates for high-volume users which are adjusted annually. To maintain an appropriate discount for high-volume renters, the base rate must be adjusted periodically.
- *Opportunities for renting entire RECenter facilities are limited both by demand and other internal programming. However, current rates are outdated. George Washington's entire facility rental fee is the most current, having been revised in 2008. Cub Run's fee hasn't been adjusted since fees were initially established in 2004. Mt. Vernon and Providence's current fees haven't been updated for more than two decades, and all other facilities were last updated in 1998. In addition, South Run, Oak Marr and Spring Hill have all undergone significant facility expansion since these rates were last updated. Local comparables are limited. National comparables suggest that updated hourly fee levels for entire facility rental in the \$15 per 1,000 square foot range are appropriate.*

Proposed RECenter Fee Adjustments

Based on the conditions described above, proposed RECenter fee adjustments for FY 2016 are as follows.

1. Public skating session fees. Staff recommends elimination of the public skating discount pass base rate to attract neighboring non-county residents, which would establish a single rate for both county and non-county residents at what is currently the discount rate. This rate would remain unchanged. Ice operations, along with natatorium operations, are major consumers of utilities. The public skating discount pass fees were last updated in FY 2015.

Public Skating Sessions – Discount Pass Mt. Vernon RECenter				
	CURRENT FEE		PROPOSED FEE	
	<u>Base</u>	<u>Discount</u>	<u>Base</u>	
Adults	\$ 69.50	\$ 62.70	Eliminate	\$ 62.70
Youth/Student (5-18 years)	\$ 69.50	\$ 52.40	Eliminate	\$ 52.40
Seniors	\$ 69.50	\$ 52.40	Eliminate	\$ 52.40

2. Special Sessions fees. Staff recommends elimination of the special sessions base rate to attract neighboring non-county residents. An adjustment to the special session fees is also recommended to better align these fees with the surrounding market and to aid in site cost recovery. Ice operations, along with natatorium operations, are major consumers of utilities. Special sessions fees were last updated in FY 2013.

Special Session Skating Fees – Mt. Vernon RECenter				
	CURRENT FEE		PROPOSED FEE	
	<u>Base</u>	<u>Discount</u>	<u>Base</u>	
Ice Dance	\$ 13.00	\$ 11.00	Eliminate	\$ 11.50
Pick-Up Hockey/Stick & Puck	\$ 13.00	\$ 11.00	Eliminate	\$ 11.50

3. Freestyle Sessions fees. Staff recommends elimination of the freestyle sessions base rate to attract neighboring non-county residents. An adjustment to the freestyle session fees is also recommended to better align these fees with the surrounding market and to aid in the site cost recovery. Ice operations, along with natatorium operations, are major consumers of utilities. Freestyle sessions (daily and discount pass) fees were last updated in FY 2013.

Freestyle Session Skating Fees – Mt. Vernon RECenter				
	CURRENT FEE		PROPOSED FEE	
	<u>Base</u>	<u>Discount</u>	<u>Base</u>	
Freestyle Skating	\$ 13	\$ 11	Eliminate	\$ 11.50
Pre-Registered (20 visits)	\$211	\$176	Eliminate	\$183.00

4. Ice Rink Rental, Per Hour. Staff recommends elimination of the hourly ice rink rental base rate to attract neighboring non-county residents. An adjustment to the ice rink rental per hour fee is also recommended to better align this fee with the surrounding market and to aid in the site cost recovery. Ice operations, along with natatorium operations, are major consumers of utilities. Ice rink rental per hour fee were last updated in FY 2013.

Ice Rink Rental, Per Hour – Mt. Vernon RECenter				
		CURRENT FEE		PROPOSED FEE
	<u>Base</u>	<u>Discount</u>	<u>Base</u>	
Rink Rental	\$ 330	\$ 300	Eliminate	\$ 312

5. Lee District RECenter Playroom fees. Staff recommends developing a two-tier (weekday, weekends/holidays) playroom fee structure. This fee was last updated in FY 2012.

Lee District RECenter Playroom			
		----- PROPOSED FEE -----	
	CURRENT FEE	<u>Weekdays</u>	<u>Weekends/Holidays</u>
1 st Child & Chaperone	\$ 5.00	\$ 5.00	\$ 6.00
Each Additional Child	\$ 3.00	\$ 3.00	\$ 4.00

6. RECenter room rental fees. Revenue recovery on room rentals is a challenge. Citizen demand for room rentals is strong, but revenue recovery on private room rentals is minimal when compared with competing uses for classes and programs. A small increase in room rental fees will offset some of the disparity in cost recovery between these uses, and thereby help to preserve RECenter ability to deliver this high-demand public service. These rates were last adjusted in FY 2006

RECenter Room Rental, Per Hour		
	CURRENT FEE	PROPOSED FEE
<u>Room Size</u>		
< 299 sq ft	- - -	\$ 40
300-600 sq ft	\$ 40	\$ 50
601-1000 sq ft	\$ 45	\$ 55
1001-1500 sq ft	\$ 55	\$ 65
1501-2000 sq ft	\$ 70	\$ 80
2001+ sq ft	\$ 90	\$ 100

7. RECenter Entire Facility Fees. To both update and consolidate the facility rental fee structure, staff recommends elimination of upper and lower level facility rental fees where they exist and adjusting hourly rental fees for RECenters as follows.

<i>RECenter Entire Facility Rental, Per Hour</i>		
	<i>CURRENT FEE</i>	<i>PROPOSED FEE</i>
<i>Audrey Moore</i>		
Entire Facility	\$ 700	\$ 1,140
Upper Level	\$ 250	ELIMINATE
Lower Level	\$ 500	ELIMINATE
<i>Cub Run</i>		
Entire Facility	\$ 750	\$ 975
Upper Level	\$ 300	ELIMINATE
Lower Level	\$ 550	ELIMINATE
<i>George Washington</i>		
Entire Facility	\$ 250	\$ 270
<i>Lee District</i>		
Entire Facility	\$ 750	\$ 1,255
Upper Level	\$ 300	ELIMINATE
Lower Level	\$ 550	ELIMINATE
<i>Mt. Vernon</i>		
Entire Facility	\$ 600	\$ 1,320
<i>Oak Marr</i>		
Entire Facility	\$ 550	\$ 1,065
Upper Level	\$ 250	ELIMINATE
Lower Level	\$ 350	ELIMINATE
<i>Providence</i>		
Entire Facility	\$ 500	\$ 945
Upper Level	\$ 250	ELIMINATE
Lower Level	\$ 300	ELIMINATE
<i>South Run</i>		
Entire Facility	\$ 350	\$ 620
Upper Level	\$ 150	ELIMINATE
Lower Level	\$ 250	ELIMINATE
<i>Spring Hill</i>		
Entire Facility	\$ 450	\$ 1,185
Upper Level	\$ 200	ELIMINATE
Lower Level	\$ 300	ELIMINATE

8. Gymnasium Rental Fees. Staff does not recommend any increase to the established fees at this time. However, elimination of the single court fee option at Spring Hill RECenter and a change in designation of the court fee to 1/3 gym at Lee District RECenter are recommended to better facilitate gymnasium operations.

Gymnasium Rental Fees – Lee District RECenter		
	CURRENT FEE	PROPOSED FEE
Prime Time		
Court 1/3 Gym	\$ 82.50	\$ 82.50
Non-Prime Time		
Court 1/3 Gym	\$ 41.25	\$ 41.25

Gymnasium Rental Fees – Spring Hill RECenter		
	CURRENT FEE	PROPOSED FEE
Prime Time		
Full Gymnasium	\$165.00	\$165.00
1/2 Gym	\$ 99.00	\$ 99.00
Court	\$ 62.00	ELIMINATE
Non-Prime Time		
Full Gymnasium	\$ 82.50	\$ 82.50
1/2 Gym	\$ 49.50	\$ 49.50
Court	\$ 31.00	ELIMINATE

9. South Run Field House Rental. Staff recommends an adjustment to the full field house rental rates based high demand. These rates were last adjusted in FY 2006

South Run RECenter – Field House Rental, Per Hour		
	CURRENT FEE	PROPOSED FEE
Full Field House		
In Season	\$130	\$140
Off Season	\$ 90	\$110

9. RECenter indoor swimming pool base rates. Staff recommends increasing the indoor swimming pool base rental fees as shown below. Base rental rates were last adjusted in FY 2015.

RECenter Indoor Swimming Pool Base Rates – Per Hour

	CURRENT FEE	PROPOSED FEE
Swimming Lane – 25 yard lane	\$23.20	\$23.78
Swimming Lane - 50 meter lane	\$50.94	\$52.20
Diving Well – 25 yard pool	\$75.00	\$85.00
Diving Well – 50 meter pool	\$93.65	\$106.00
Entire Pool – 25 yard pool	\$252.46	\$258.70
Entire Pool – 50 meter pool	\$434.46	\$445.32

Lakefront Parks

Current Situation

- With over 2.2 million visits in FY 2015, lakefront parks continue to be heavily used and in high demand. Visitation grew 3.3% between FY 2014 and FY2015.
- Shrinking tax support and continued Park Authority commitment to provide services at lakefront parks, there is a need to improve cost recovery at these locations. This year's fee recommendations will continue to address those areas that have the potential to improve the profitability of these sites.
- The current situation in the Park Revenue and Operating Fund necessitates that the lakefront park sites strengthen their cost recovery effort. This year's fee recommendations will continue to address those areas that have the potential to improve the profitability of these sites.
- Visitation of park amusements and boating continues to be strong. Amusement attendance (train, carousel and mini-golf) dipped slightly 1.3% while revenue grew by 4.1%. Marina operations attendance grew by 6.8% and revenue increased by 12.1% in FY 2015.
- Due to the age and type of lakefront park amusements, repair and maintenance expenses have steadily increased. In FY 2015 repair costs increased by \$25,000.
- Staff has reviewed all fees at the lakefront parks and has conducted a comparative analysis of other local public and private providers. The analysis showed that fees at lakefront parks are in-line with other providers for similar facilities and services.
- Staff is recommending small incremental increases on selected items and development of a two-tier (weekday, weekends/holidays) fee structure for all amusements and boat rentals.

Proposed Lakefront Fee Adjustments

Based on the conditions described above, proposed lakefront fee adjustments for FY 2016 are as follows:

1. Rowboat Rentals. Staff recommends the following rowboat rental fee increases at Burke Lake Park based on high demand. Staff also recommends developing a two-tier (weekday, weekends/holidays) rowboat boat rental fee structure. Row boat fees were last updated in FY 2007.

Row Boat Rental Fees – Burke Lake			
	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
<u>Rowboat</u>			
Half day rental	\$10.50	\$12.50	\$13.50
Full day rental	\$16.00	\$18.00	\$19.00
<u>Rowboat, Electric Motor & Battery</u>			
Half day rental	\$27.50	\$30.50	\$31.50
Full day rental	\$41.00	\$44.00	\$45.00
<u>Electric Motor & Battery</u>			
Half day rental	\$18.00	\$19.00	\$20.00
Full day rental	\$26.00	\$27.00	\$28.00
<u>Electric Motor Only</u>			
Half day rental	\$10.50	\$11.00	\$12.00
Full day rental	\$16.00	\$16.50	\$17.50
<u>Battery Only</u>			
Half day rental	\$ 8.50	\$ 9.00	\$10.00
Full day rental	\$11.00	\$11.50	\$12.50

2. Train Rides. Staff recommends the following increase in the train ride fee at Burke Lake Park. The recommendation includes a two-tier fee structure (weekday, weekends/holidays) similar to that proposed for rowboat fees. Train ride fees were last updated in FY 2015.

Train Ride Fees – Burke Lake			
	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Burke Lake Park	\$2.75	\$3.00	\$4.00

3. Carousel Rides. Staff also recommends developing a two-tier (weekday, weekends/holidays) carousel ride fee structure. This fee was last updated in FY 2015.

Carousel Ride Fees –
Burke Lake, Frying Pan Farm, Lake Accotink, Lake Fairfax and Clemjontri Parks

	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Per Person, Per Ride	\$2.00	\$2.00	\$3.00

4. Canoe Rentals. Staff recommends the following adjustments to canoe rental fees, including a two-tier (weekday, weekends/holidays) fee structure. These fees were last updated in FY 2012.

Canoe Rentals Fees (includes life preservers)
Lake Accotink Park

	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Hourly Rental Fee	\$ 6.00	\$ 7.00	\$ 8.00

Burke Lake Park

	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Half Day Rental	\$10.50	\$12.50	\$13.50
Full Day Rental	\$16.00	\$18.00	\$19.00

5. Kayak Rentals. Staff recommends establishing the following kayak rental fee to support the introduction of kayaks at Lake Accotink Park. The proposal includes the same two-tier fee structure (weekday, weekends/holidays) shown in previous lakefront fee proposals.

Kayak Rental Fees – Lake Accotink Park

	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Hourly Rental Fee	N/A	\$ 7.00	\$ 8.00

6. Excursion Boat Ride. Staff recommends eliminating the adult/child fee distinction to make the excursion boat ride fees consistent with other marina and amusement fees at lakefront parks. The proposal also includes a fee adjustment as shown and the adoption of the two-tier (weekday, weekends/holidays) fee structure proposed above for other lakefront park fees. Excursion boat fees were last updated in FY 2006.

Excursion Boat Ride Fees
Burke Lake, Lake Accotink and Lake Fairfax

	CURRENT FEE	----- PROPOSED FEE -----	
		<u>Weekdays</u>	<u>Weekends/Holidays</u>
Adult	\$2.00	\$3.00	\$4.00
Child (12 and younger)	\$1.50	\$3.00	\$4.00

Historic Property Rental Fees

Current Situation

- An evaluation of fees charged for rental facilities is conducted annually at the conclusion of the fiscal year. Based on the most recent evaluation, staff does not propose increasing any rental fees, but does recommend eliminating or adjusting portions of the fee structure that are perceived to be obstacles or barriers to increasing sales. The recommended adjustments include:
 - Elimination of the base or out-of-county rental fee. This is consistent with establishing fees based on market rates and cost of service delivery rather than residency status, as these services are funded largely by Revenue and Operating Fund staff. Base rates are, in fact, rarely applied, as the vast majority of renters are County residents. They also create an unintended competitive disadvantage in that base rates are often misinterpreted by customers as the comparable reference price for rental properties, fostering the impression that Park Authority rental property fees are higher than they are in reality.
 - Adjust the facility deposit amount so it is the same for all sites. This adjustment is primarily administrative, as deposits are returned at the conclusion of rentals, thus there is no revenue impact. The change is proposed primarily to simplify the Park Authority's public-facing fee schedule and react to some feedback that the deposits are too high, given that they are often collected more than six months in advance of the rental event.

Proposed Historic Property Rental Fee Adjustments

Based on conditions described above, proposed adjustments to the Historic Property rental fee structure are as follows:

1. Private rental rates. Staff recommends elimination of base rental rates for private rentals.

Historic Property Rental, Private Rental Rates				
----- CURRENT FEE -----		----- PROPOSED FEE -----		
	Base Rental (4 hours)	Extra Hour	Base Rental (4 hours)	Extra Hour
	Base / Discount	Base / Discount	Base / Discount	Base / Discount
Cabell's Mill	\$1000 / \$800	\$250 / \$200	Eliminate / Unchanged	Eliminate / Unchanged
Clark House	\$500 / \$380	\$125 / \$95	Eliminate / Unchanged	Eliminate / Unchanged
Dranesville Tavern	\$500 / \$380	\$125 / \$95	Eliminate / Unchanged	Eliminate / Unchanged
Forestville Schoolhouse	\$400 / \$320	\$100 / \$80	Eliminate / Unchanged	Eliminate / Unchanged
Great Falls Grange	\$1000 / \$800	\$250 / \$200	Eliminate / Unchanged	Eliminate / Unchanged
Hunter House	\$800 / \$600	\$200 / \$150	Eliminate / Unchanged	Eliminate / Unchanged
Stone Mansion	\$800 / \$600	\$200 / \$150	Eliminate / Unchanged	Eliminate / Unchanged
Wakefield Chapel	\$525 / \$420	\$175 / \$140	Eliminate / Unchanged	Eliminate / Unchanged

2. Security deposit, private rentals and performing arts rentals. Staff recommends necessary adjustments to make deposit amounts consistent at all sites for private and performing arts rentals.

Historic Property Rental Security Deposit – Private and Performing Arts Rentals		
	CURRENT	PROPOSED
Private Rentals:		
Cabells' Mill, Great Falls Grange, Hunter House, Stone Mansion, Wakefield Chapel	\$400	\$300
Clark House, Dranesville Tavern, Forestville Schoolhouse	\$300	Unchanged
Performing Arts Rentals	\$400	\$300

Picnic Reservations

Current Situation

- At the conclusion of each picnic season evaluations are conducted of use and demand data and of potential additions or deletions to the inventory of reservable picnic areas. Staff is also surveyed to identify possible service enhancements. Based on these evaluations and input, staff recommends the following:
 - Staff proposes a nominal increase of \$5 to rental fees for Lake Accotink Picnic Area 2 & 3 and Lake Accotink Canopy B, and an increase of \$10 to the rental fees for Lake Accotink Large Shelter and Frying Pan Park Shelter. Reservations have continued to build over the past several years for each of those locations.
 - Due to increased demand at the Carousel Shelter at Lee District, there is an opportunity to generate revenue by reserving two new proposed picnic areas on a similar schedule as the Carousel Shelter (i.e., four reservation slots per day while the Sprayground is in season, converting to full-day reservations only when the Sprayground is closed for the season).
 - Existing facilities staff proposes adding to the inventory include the Bren Mar Shelter, Tyson's Pimmit Shelter and the Sully Highlands Shelter. All are in areas of the county that have demand but lower inventory of reservable areas.
 - Riverbend Park will install a canopy over currently existing Picnic Area 2. This makes the area more desirable to renters, thus staff recommends a fee adjustment to bring the price of this location in line with other covered picnic areas in the system.
 - *The former concession stand building at Mason District Park is being converted to a picnic shelter. Staff is proposing a rental fees for this facility based on capacity at similarly sized facilities.*

Proposed Picnic Shelter and Picnic Area Rental Fee Adjustments

1. Reservation Fees. Based on the conditions described above, staff proposes the following adjustments to picnic reservation fees.

	----- CURRENT FEE -----		----- PROPOSED FEE -----	
	Full-Day Rental	Half-Day Rental	Full-Day Rental	Half-Day Rental
	<u>Prime/Non-Prime</u>	<u>Prime/Non-Prime</u>	<u>Prime/Non-Prime</u>	<u>Prime/Non-Prime</u>
Bren Mar Shelter	N/A	N/A	\$75	\$60
Tysons Pimmit Shelter	N/A	N/A	\$75	\$60
Sully Highlands Shelter	N/A	N/A	\$165/\$120	N/A
Lee District Picnic Area1	N/A	N/A	\$65	\$40
Lee District Picnic Area 2	N/A	N/A	\$65	\$40
Lake Accotink Picnic Area 2	\$85/\$70	\$55/45	\$90/\$75	\$60/\$50
Lake Accotink Picnic Area 3	\$85/\$70	\$55/45	\$90/\$75	\$60/\$50
Lake Accotink Canopy B	\$100/\$80	\$65/\$50	\$105/\$85	\$70/\$55
Lake Accotink Large Shelter	\$325/\$220	\$210/\$145	\$335/\$225	\$215/\$150
Frying Pan Park Shelter	\$325/\$220	\$210/\$145	\$335/\$225	\$215/\$150
Riverbend Picnic Area 2	\$85/\$70	N/A	\$100/\$80	N/A
<i>Mason District Shelter (old concession stand)</i>	N/A	N/A	\$100/\$80	N/A

Tennis Court Reservation Fees

Current Situation

- A review of fees charged for permits and the use of facilities is conducted annually. Fee adjustment recommendations are made based on that review.
- Currently, if a group wishes to use the tennis courts for a Business Activity they have two choices:
 1. Use the tennis courts first come, first served and pay the Business Activity License fee of \$50 or 15% of gross revenues per month, whichever is greater or
 2. Pay the hourly rental fee to reserve the courts, and pay the Business Activity License fee of \$50 or 15% of gross revenues per month, whichever is greater. With this process, groups may deduct the hourly tennis court rental fee before figuring the percentage due to the Park Authority.
- Because weather effects the use of the courts, tracking hourly rental fees paid to be deducted from the gross revenue is time consuming and rarely accurate. Also, at Jefferson District and Wakefield Parks, this requires coordination between site staff for scheduling and central staff for management of the Business Activity License.
- In order to simplify logistics and streamline the rental of tennis courts for a Business Activity, staff recommends eliminating option two above, replacing it with a new hourly rental fee for for-profit use.

Proposed Tennis Court Reservation Fee Adjustments

1. For Profit Use Tennis Court Reservation Fee. Staff recommends establishing the following for profit use fee for tennis courts. All other fees for tennis court remain unchanged.

Tennis Court Reservation Fees – Hourly per Court Unless Otherwise Noted

	CURRENT FEE	PROPOSED FEE
For Profit Use (all park locations with tennis courts)	N/A	\$15

Turner Observatory and Classroom Rental Fee

Current Situation

- A new facility is being built at Turner Farm Park, expected to open in April 2016. The facility will have two separate areas: a classroom area with tables and chairs, water, electricity, restroom facilities and equipment storage, and the observatory with four telescopes. The maximum capacity of the classroom area based on square footage is 30 people. Because of the equipment stored in the building, the building will be locked when not in use. A staff person or volunteer will need to unlock the building and be present during any rental.

Proposed Turner Farm Park Fee Adjustments

1. Turner Observatory and Classroom Rental Fees. Staff proposes establishing the following rental fees to support the new classroom and observatory space at Turner Farm Park.

Turner Farm Park Observatory and Classroom Rental Fees – Per Hour

	CURRENT FEE	PROPOSED FEE
Orientation Room:		
First Hour	N/A	\$ 55
Each Additional Hour	N/A	\$ 20
Orientation Room and Observatory, per hour	N/A	\$ 100

Special Event Rental Fee

Current Situation

- The largest outdoor rental facilities in the park system have a capacity of 500. Over the past few years the Park Authority has experienced an increase in the number of groups requesting to use park space to hold large activities or events – those exceeding 1,000 participants.
- Interest in large events is reflected in preliminary findings from the 2015 Park Authority Needs Assessment Survey where more than half of county households indicated a need or interest in “special events/concerts” and that much of that need is currently not accommodated.
- Currently there is inconsistency in how large group requests (over 500 people) are approved, administered and charged for conducting activities on Park Authority Property. Additionally, there is not a standard operating procedure to ensure the consistent and equitable handling of these types of requests.
- Without an appropriate fee structure and other administrative tools, the Park Authority has not been able to capitalize on the increased interest in large events, resulting in a missed revenue opportunity.

Proposed Special Event Rental Fee Adjustments

1. Reservation Fees. Staff proposes the following reservation fees based on national and local benchmarking:

Special Event Reservation Fees (Per Day, unless otherwise noted)

	CURRENT FEE	PROPOSED FEE*
500 to 1500 Participants	N/A	\$1500
500 to 1500 Participants (April – October)	N/A	\$2000
1500 – 3000 Participants	N/A	\$3000
3000 – 4500 Participants	N/A	\$4500
4500 – 6000 Participants	N/A	\$6000
6000 – 7500 Participants	N/A	\$7500
Set up Fee Half Day (open – 12pm or 12pm – park close)	N/A	\$500
Set up Fee Full Day (park open – park close)	N/A	\$1000
5 Day Set up Fee (3 days prior to event and 2 days after)	N/A	\$3000

**The Park Authority offers a flat discount of 10% off the rental fee for events that donate the proceeds to an organization registered as a Charity with the Commonwealth of Virginia.*

Riverbend Park Paddle Board Rental

Current Situation:

- Standup paddle boarding is one of the fastest growing niche recreation activities in the U.S., according to data from the Sports and Fitness Industry Association. Rising interest in the sport is reflected locally at Riverbend Park where staff report several requests to rent paddle boards every boat rental day. Riverbend Park wants to rental paddle boards to meet the customer demand.
- Riverbend Park already has many paddle boarders entering the river with their own paddle boards.
- Staff recommends renting paddle boards at \$20 per hour, a rate comparable to others currently providing this service in the metropolitan area.

Proposed Riverbend Park Fee Adjustments

Based on conditions described above, proposed Riverbend Park fee adjustments for FY 2016 are as follows:

1. Paddle board rental fee. Staff proposes establishing the following rental fee to support rising interest in paddle board rental.

Paddle Board Rental – Riverbend Park		
	CURRENT FEE	PROPOSED FEE
Per Hour Rental	N/A	\$ 20

Frying Pan Farm Park Visitor Center Auditorium Rental

Current Situation

- Demand for Saturday rentals at the Frying Pan Visitor Center Auditorium is high and nearing capacity. In 2014, out of 50 available Saturdays, the auditorium was rented 44 Saturday evenings and 28 Saturday morning/afternoons. Sometimes the building is booked twice per day, but occasionally afternoon rentals are booked late enough to prevent an evening rental.
- In February 2015, the site began tracking turn away requests for auditorium rentals. There were approximately 55 requests that were referred to other Park Authority facilities because they could not be accommodated.
- The current two-tier (non-prime time/prime time) fee structure for auditorium rental provides a discount for Monday – Thursday rentals with a peak rate for rentals occurring Friday – Sunday. In an effort to re-distribute some demand during peak times, staff recommends increasing the rental rate for Saturday rentals where demand is highest. This will provide a price incentive for some renters to consider Friday and Sunday bookings, reducing the number of turn away requests, and increasing the overall number of rentals. Rates for non-prime time rentals (Monday – Thursday) and Friday and Sunday rentals (currently designated as prime time) would remain unchanged.

Proposed Frying Pan Farm Park Visitor Center Fee Adjustments

1. Frying Pan Farm Park Visitor Center Auditorium Rental Fees. Staff proposes the following adjustment to auditorium rental fees based on the conditions described above. All fees remain unchanged except the Saturday rental fees. Visitor Center auditorium rental fees were last adjusted in FY 2014.

Frying Pan Farm Park Visitor Center Auditorium Rental Fees

	CURRENT FEE <u>Non-Prime / Prime</u>	PROPOSED FEE <u>Mon-Thurs / Fri, Sun / Sat</u>
4 hour rental	\$190 / \$380	\$190 / \$380 / \$480
Extra hour	\$50 / \$95	\$50 / \$95 / \$120

Golf

Current Situation

- Golf continues to demonstrate flat performance with a sluggish economy depressing golf participation nationwide as well as locally. Golfers played 259,313 rounds at Park Authority courses in FY 2015, down 3.3% from the previous year. Operating days were up 4% over the previous year but down 8.5% from FY2013. Weather once again had a negative impact on both rounds and revenue performance during the second and third quarters of FY2015. Record setting heat during May and June also depressed golf rounds and revenue performance during these key summer months.
- Demand at Park Authority courses continues to align generally with Washington-Baltimore market overall where the National Golf Foundation (NGF) reported a 6.9% decline in calendar 2014.
- Revenue performance showed slight increases in Food & Beverage sales, up 3%, golf retail sales up 1%, while expanded growth in programs brought a 9% increase with much of this positive growth attributed to expanded programming at Pinecrest Golf Course. Greens Fee revenues, which account for 62% of total revenues in golf, was down 1% while equipment revenues were down 3% and driving range revenues decreased by 7% from the previous year.
- We experienced continued growth in Frequent Player Pass sales with \$1,275,608 in total sales representing a 4.1% annual increase within this program that is marketed to our core golfers.
- Recent data from local market surveys indicates that once again most golf courses are holding list price fees at current levels with only a few raising them slightly. The majority of effort is being targeted at looking for the right mix of discounting to attract play to slower periods of the day. The NGF continues to report that golfers are maintaining past frequency of play by more carefully managing their cost per round, most typically by shifting play to off-peak times and less expensive courses. As recommended in the Golf Operational Review conducted by the National Golf Foundation Consulting, the golf section continues to refine various twilight and super twilight discounting strategies at our golf courses to attract additional play during our non-peak time periods.
- Given the continued economic pressures on golf's customers, this year's fee proposal will be absent any adjustments to greens fees or cart fees. Market survey results and course utilization data support this recommendation.
- Demand for event rentals has been on the upswing. FY 2015 was the first full year of operation for the expanded Oaks Room at Twin Lakes. Compared to the prior year, the number of events and event-related revenue were up 135% and 62%

respectively. A recent survey of comparable facilities shows that Park Authority pricing for golf facility rentals is on the low end of the market.

Proposed Golf Fee Adjustments

Based on the conditions described above, proposed Golf fee adjustments for FY 2016 are as follows.

1. Facility rental fees – Laurel Hill Golf Club and Twin Lakes Golf Course. Staff is recommending an increase to the rental fees of the newly expanded and operational Oaks Room at Twin Lakes, as well as to the room rental fees at Laurel Hill Golf Club. Proposed rental rates are consistent with other similarly-sized facilities in the market area. Facility rental rates at Laurel Hill have not changed since they were established in 2005; Twin Lakes' rates were last adjusted in FY 2015 to coincide with expansion of the Oaks Room.

Facility Rental Rates, Per Hour – Laurel Hill Golf Club and Twin Lakes Golf Course

	CURRENT FEE	PROPOSED FEE	CURRENT MINIMUM	PROPOSED MINIMUM
Laurel Hill Golf Club				
Banquet Room	\$ 200	\$ 300	3 hours	6 hours
Each Additional Hour	\$ 200	\$ 300		
Banquet Room + Tower Grill	\$ 300	\$ 400	3 hours	6 hours
Each Additional Hour	\$ 300	\$ 400		
Twin Lakes – Oaks Room				
Weddings/Parties	\$ 300	\$ 400	4 hours	6 hours
Meetings	\$ 175	\$ 225	per hour	3 hours